U.S. Department of Education
Office of the Chief Data Officer

Data Governance Board Charter

September 2022

Revision History

Version	Date	Comments	By
1	March 2019	Proposal approved	**IES and OPEPD**
2	September 2019	Charter established	**OPEPD**
3	November 2019	Charter revised	**OCDO**
4	September 2022	Charter revised to account for agency reorganizations and establishment of tactical data governance bodies	**OCDO**

Contents

1. Purpose

This U.S. Department of Education ("Department") recognizes the strategic and critical need for consistent governance and management of its data assets. Moreover, the 2018 Foundations for Evidence-Based Policymaking Act ("Evidence Act") and the Federal Data Strategy together require each agency to implement a coordinated and collaborative approach to oversee strategic data collectionand acquisition, responsible lifecycle data management, open/transparent release of its data assets, and advancements in internal and external uses of data.

In accordance with the Evidence Act, the U.S. Secretary of Education ("Secretary") has designated a Chief Data Officer ("CDO") for the agency who will chair a Data Governance Board ('DGB"). The DGB will gather input from across the Department to develop and enforce sound data governance policy and process decisions through the Office of the Chief Data Officer (OCDO). In coordination with other agency bodies, the DGB will sponsor agency-wide actions to develop an open data culture and work to improve the Department's capacity to leverage data as a strategic asset.

To support alignment, the DGB (through its chair or delegate) shall have representation on other strategic-level bodies, such as the Investment Review Board (IRB) and the Data Integrity Board (DIB). The DGB (through its chair or delegate) shall also have representation on other tactical-level agency bodies managed by other program management offices, such as the Planning and Investment Review Working Group (PIRWG) and Disclosure Review Board (DRB). The DGB will continue to sponsor other tactical-level bodies as needed for data governance purposes (see section 5.2 of this charter). As needed, the CDO will engage with leadership of these other agency bodies on an ongoing basis, to ensure alignment with the Evidence Act, Federal Data Strategy, and Department data governance requirements.

The purpose of the DGB Charter is to serve as a point of reference outlining the purpose, expectations, roles and responsibilities, and procedures governing the work of the DGB.

2. Authority

The Secretary, as agency head, authorizes the establishment of the DGB as its mandated data governance body, as required by Office of Management and Budget (OMB) Memoranda M-19-23 (Phase 1 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Learning Agendas, Personnel, and Planning Guidance) and in accordance with the Evidence Act and the Federal Data Strategy.

3. Scope

The scope of DGB's role covers all data created, generated, collected, acquired, maintained, protected, shared, used, disseminated, or otherwise managed by the Department or entities governed by the Department's regulatory purview, throughout the Data Management Lifecycle and pursuant to relevant statute and regulation. The DGB will assist the CDO in assessing and deciding on competing proposals

aimed at achieving and measuring desirable Departmental outcomes and priorities.

Other functions in scope are included below and may be delegated, as needed, to Department offices or working groups (see Section 5.2) with DGB strategic oversight:

- **Maintain the Comprehensive Data Asset Inventory:** Developing, governing, maintaining, and sharing (as appropriate) a comprehensive, complete, and current inventory of all data assets of the Department. Also, ensuring relevant and necessary reporting to the Federal Data Catalog or similar requirements identified by the CDO in accordance with government-wide guidance.

- **Execute and Maintain an Effective Open Data Plan:** Identifying agency datasets, especially those key to mission success and/or a priority for stakeholders, and supporting CDO efforts to develop, execute, and maintain the Department's Open Data Plan.

- **Assess Data and Related Infrastructure Maturity:** Implementing regular maturity assessments focusing on data and related data infrastructure (e.g., organizational structures and knowledgebases, policies, workforce skills) needed to answer agency priority questions and meet stakeholder needs.

- **Identify Opportunities and Resources to Increase Staff Data Skills:** Assessing current staff capacity and identifying needs for critical data skills for the Department (and relevant sub-units) in the areas of analysis, data management, and privacy protection; matching needs to professional development resources.

- **Optimize Department Data Collections:** Reviewing and advising on relevant data collections, helping reduce inefficiencies, creating data standards, and minimizing burden for individuals, small businesses, educational and nonprofit institutions, Federal contractors, State, local and tribal governments, and other persons resulting from the collection of information by or for the Federal Government.

- **Enhance Data Architecture and Interoperability:** Reviewing the impact of the infrastructure of the agency on data asset accessibility. Promoting common data architecture (as appropriate), data standards, and processes and technologies that demonstrate conscious design and expand the use of existing data while minimizing duplication and inefficiency.

- **Ensure Data Quality is Fit for Purpose:** Ensuring that data likely to inform significant public policy or private sector decisions are of appropriate utility, integrity, and objectivity.

- **Execute Data Strategies:** Supporting the Department and its offices in executing Federal and Department Data Strategies.

- **Coordinate Data Management and Stewardship**: Implementing data management and stewardship responsibilities across program offices in alignment with Department strategic plans and learning agendas.

- **Propose and Execute Data Policy:** Identifying and establishing Department data policy while

respecting the statutory authorities of the CDO, Statistical Official, Evaluation Official, CIO (Chief Information Officer), Senior Agency Official for Privacy, and other relevant officials and entities.

- **Champion Data Use:** Setting an example and fostering a culture of data stewardship and use by targeting human and fiscal resources to maximize the value of data for decision-making, accountability, and the public good. Ensuring that, to the extent practicable and legally permissible, the Department maximizes its use of data for production of evidence, regulatory analysis, and improvement of Department programs and operations.

4. Principles of Conduct

The DGB can effectively fulfill its purpose only when members act upon an agreed set of principles governing all conduct. DGB actions require members to collaborate despite sometimes having competing interests and needs of their represented offices. The work of the DGB is conducted under the following principles:

1. DGB outcomes must support the Department's mission.
2. DGB decisions will demonstrate ethical governance, conscious design, and a learning culture.
3. DGB decisions will be consistent.
4. DGB will operate under a disciplined, structured, and transparent approach.
5. Each member (office) shares collective responsibility for the success of the DGB, and DGB decisions will similarly reflect a vested interest in member offices' success.

5. Structure

The DGB shall be composed of a CDO (convener and chair), a Steering Committee, one representative from each principal office not already represented, and "at-large" members. As appropriate, the CDO and Steering Committee will also engage Subject Matter Consultants on decisions as appropriate.

The Steering Committee shall be selected from principal offices with crosscutting perspectives on—as well as authority over critical enablers of—effective data governance. A single Steering Committee Member shall be selected from each of the following offices:

Office	Perspective
IES	Education Sciences
OPEPD	Data Management, Budget, Policy, and Privacy
OCIO	Technology and Infrastructure
OFO	Human Capital, Finance, and Risk

All other principal offices shall be represented on the DGB, each providing subject matter expertise and unique perspectives related to their respective function, data assets, and customers. Each of the following principal offices shall have one member on the Board:

Additional Board Member Offices						
FSA	OCO	OCR	OCTAE	ODS	OELA	
OESE	OGC	OLCA	OPE	OS	OSERS	OUS

Each Steering Committee Member and each Additional Board Member must have sufficient knowledge of their respective office's data operations and resources to ensure adequate deliberation and sufficient authority within their office to ensure compliance with DGB decisions. Unless approved by the CDO, these positions shall not be delegated and shall be filled by senior staff at the Deputy Assistant Secretary level or its equivalent.

The CDO may also designate up to eight "at-large" members to ensure sufficient representation of technical expertise in transparency policy, privacy policy (including statistical disclosure), performance improvement, statistical data, information management, information technology, evaluation and research, or other relevant needs. Four of the "at-large" members will be reserved for the Evaluation Officer, Statistical Official, Performance Improvement Officer, and Senior Agency Official forPrivacy if not already represented.

The CDO or Steering Committee will engage Subject Matter Consultants in decisions relevant to their areas of expertise, including as appropriate the Chief Acquisition Officer, Chief Financial Officer, Chief Freedom of Information Act Officer, Chief Information Security Officer, Senior Agency Official for Geospatial Information, and Senior Agency Official for Records Management.

5.1. DGB Program Management

DGB Program Management will be carried out by designated staff from OCDO. Designated OCDO staff will provide administrative support, facilitate strategic development, and support DGB operations and communication. Specifically, designated OCDO staff will manage the DGB Collaboration Site, maintain all DGB foundational documents, facilitate DGB meetings, ensure connections between the DGB and tactical-level data governance bodies, send meeting invites, prepare meeting agenda packets, record and distribute meeting minutes, and document action items. Other responsibilities include supporting and maintaining the enterprise data architecture, acting as a liaison between the Department's Enterprise Architecture Program Office and the DGB, and performing other responsibilities identified during implementation.

5.2. Tactical-Level Organizational Bodies Sponsored by the DGB

Whereas the DGB supports the development of agency-wide policy and strategy, other bodies are sponsored by the DGB for tactical activities. These bodies may be sponsored and composed of experts to conduct research, inform decision options, and elevate issues for DGB consideration. To promote innovation and avoid redundancy, they may develop more effective shared solutions to cross-principal

office challenges. Where shared solutions exist, tactical bodies will be strongly encouraged to resolve cross-principal office differences using principles of conduct similar to those found in Section 4 of this charter. Where differences cannot be resolved at the tactical level, they may be escalated to the DGB for resolution. The following bodies are formally chartered and sponsored through the DGB.

5.2.1. Data Coordinator Council (DCC)

The Data Coordinator Council is responsible for establishing common data management standards, developing enterprise solutions to shared data challenges in support of individual principal offices, and coordinating implementation of sound data governance within principal offices. This group facilitates execution of DGB policies, the Department's Data Strategy, data maturity improvements across principal offices, and the development of solutions to tactical challenges assigned by the DGB. The group also monitors and reports on compliance with DGB policies within principal offices and helps to identify data literacy needs within principal offices. A principal office's Data Coordinator may have additional responsibilities as determined by each principal office's own Data Management Function.

Please see the associated DCC Framework document for more details on the operations of this group.

5.2.2. Data Professionals Community of Practice (DPCoP)

The Data Professionals Community of Practice is open to all Department employees. It serves as a forum for data professionals and its focus is member-driven. Regularly scheduled meetings are open to all ED staff and are posted on connectED as an announcement. Its purpose is to share successful practices; share innovative projects and ideas; collaborate with those in other offices on specific data-related challenges; build capacity in specific areas across the Data Management Lifecycle; and build capacity in emerging technologies or methodologies. To foster communication and collaboration, DCC meeting minutes will be shared with the DPCoP, and DPCoP members may raise issues that should be addressed by the DCC. Based on member demand, the DPCoP may also sponsor the establishment of affinity groups addressing specialized skills.

Please see the associated DPCoP Framework document for more details on the operations of this group.

5.2.3. DGB-Designated Working Groups

If additional analysis is needed to develop a solution or work product for an issue of interest to the DGB, the DGB will determine if the issue is germane to DGB-chartered bodies. If not, the DGB may designate a time-limited or standing working group to address specific priority issues or emergent challenges. A working group is not a decision-making body; rather, it is a group responsible for providing the DGB or its chartered organizations with recommended solutions for consideration, providing updates in writing or during regular meetings. DGB members will join or delegate staff members to join working groups, which will develop proposals and work products to satisfy DGB priorities that require hands-on involvement from across the agency. DGB may also seek volunteers from the DCC, DPCoP, or other subject matter experts from their POCs. Where appropriate, POCs are expected to support working groups as if it is an official request from the DGB or its chartered bodies. Meetings for established working groups will take place as determined by the working group members.

6.   Administrative Procedures

6.1.   DGB Meetings

The DGB is a member-driven decision-making body that meets on a regularly scheduled basis, or more frequently as needed. Regularly scheduled DGB meetings are attended by members, approved delegates, and approved invitees. Meeting minutes will be available to all Department staff. A record of participants will be made for all scheduled DGB meetings and included in the meeting minutes. A meeting may begin with or without a quorum of members present. The CDO or DGB may establish additional rules and procedures for conducting business as needed.

6.1.1. Meeting Agendas

The CDO shall bring to the DGB data governance issues, originating from the Steering Committee, Members, the DCC, or other sources, which require deliberation and/or collaborative decision making. An agenda, identifying the data governance issue(s) to be addressed, will be distributed at least one week in advance of the scheduled DGB meeting. The CDO has discretion in determining a meeting agenda's final contents.

6.1.2. Issue Resolution

If a dispute, disagreement, question, or claim arises from or related to DGB discussions, members shall use their best efforts to settle the dispute. DGB members shall consult with each other in good faith and, recognizing the mutual interest in the success of DGB priorities, attempt to reach an equitable and satisfactory resolution. If a resolution cannot be reached among members, a vote will be held on the disputed issue.

6.1.3. Decisions

The CDO shall bring to the DGB data governance issues, originating from the Steering Committee, Members, or other sources, which require deliberation and/or collaborative decision making. The DGB shall serve as a forum for the CDO, Steering Committee, and Additional Board Members to discuss challenges and potential solutions to those issues.

Steering Committee members shall propose data governance policies and decision points, informed by Board deliberation. Where feasible among competing proposals that achieve desirable governance outcomes, the Steering Committee shall make efforts to submit proposals that maximize the likelihood of unanimous support from all members.

Decisions are considered final when agreed to unanimously by non-abstaining Steering Committee Members. When outcomes result in a non-unanimous majority, the CDO may bring those decisions to the Secretary or an appropriate individual within the Office of the Secretary for a final determination. Prior to escalation, however, the Steering Committee shall make a concerted effort to address concerns and reach unanimity.

The DGB shall submit reports of decisions and actions take to the Secretary annually, or more frequently on an as-needed basis. The CDO shall submit all mandated reports to OMB and Congress at intervals prescribed by law or guidance.

6.2. DGB Information Sharing

The DGB Collaboration Site enables transparency in operation and function, while promoting full participation in DGB activities and decisions. The DGB Site provides a central location for storing and sharing current and historical documentation of DGB decisions and activities. All DGB meetings are documented and notes from scheduled meetings are posted on the DGB Site within a week of the meeting date. Members are responsible for reviewing the notes and providing suggested changes via the DGB Collaboration Site by the Friday after the minutes are posted. If notice of intent is stated prior, they may also suggest changes during the next meeting prior to approval of the minutes. As needed, meeting minutes are corrected and formally adopted at the next regularly scheduled meeting.

7. Organizational Documents

DGB organizational documents serve as a reference to the operations and functions of the DGB. All organizational documents (with brief descriptions below) will be posted and maintained on the DGB Collaboration Site. These documents are maintained by the staff responsible for DGB program management.

Document	Description
Charter	Defines the DGB and lays out the authority, principles, and policies by which it operates.
Data Coordinator Council (DCC) Framework	Defines the DCC and describes the responsibilities, membership and structure, and decision-making and escalation path for issues discussed by the DCC.
Data Professionals Community of Practice (DPCoP) Framework	Defines the DPCoP and describes the membership, structure, and activities of the DPCoP.
Membership List	Identifies the Department offices participating in DGB and their official representatives.
Communications Plan	Articulates how and when DGB information should be shared with groups and individuals with an interest in its proceedings, products, and outcomes.
Data Governance Policies	An updated list of Data Governance Policies established by the DGB are available here.
Official Reports	Provides an index to and text of reports to the Secretary, OMB, and Congress.

8. Charter Amendments

At a minimum, the DGB Charter is to be reviewed annually. Members can provide recommendations to the CDO to modify the Charter at any time. Recommendations for modification will be made available to DGB members for a period of review before any action is taken.

9. Effective Date

This Charter becomes effective upon initial approval by the Secretary, and updates are effective upon approval of the CDO. Any updates supersede all previous DGB Charters.